

# Factors Influencing Implementation Of Strategic Plans In Public Universities In Kenya: A Case Study Of Jomo Kenyatta University Of Agriculture And Technology

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*Abstract: When an organizations' strategic plan is not implemented successfully, a gap is created that makes it difficult to achieve success. The general objective of the study was to determine the factors that influence implementation of strategic plans in public universities in Kenya with regard to JKUAT. The specific objectives of the study were to; assess how human resources practice, how financial resources, how Information Technology and how strategic leadership affect implementation of strategic plans in public universities. The research design adopted was descriptive survey design. The population of the study comprised of all the 920 employees of JKUAT. The sample size was 92 employees which comprised of 20 administrative staff and 72 teaching staff. The study used primary data which was collected through self-administered questionnaires to the University's academic and administrative staff. Data was analyzed using statistical package for social sciences based on the questionnaires. Data was analyzed using frequency distribution (tables and charts). The study found that human resources, financial resources, information technology and strategic leadership positively affected implementation of strategic plans. Accounting measures for the study variables reported adjusted R-square, ANOVA P-value and human resources standard Beta, co-efficient, P-value of 0.843, 0.011 and 0.018 respectively, adjusted R-square, ANOVA P-value and financial resources standard Beta, co-efficient, P-value of 0.843, 0.011 and 0.013 respectively, adjusted R-square, ANOVA P-value and information technology standard Beta, co-efficient, P-value of 0.843, 0.011 and 0.020 respectively, and adjusted R-square, ANOVA P-value and financial resources standard Beta, co-efficient, P-value of 0.843, 0.011 and 0.319 respectively. The study recommends that strategic plan implementers should formulate and enact a policy which makes strategic plan implementation process run smoothly hence reduces cost of implementation. All stakeholders should get involved in strategic plan execution in enhancing the success and overall strategic plan implementation. Proper monitoring and evaluation should be carried out so as to ensure success of the strategic plan. The study confined itself in public universities and the research therefore should be replicated in private Universities.*

## I. INTRODUCTION

Strategic planning has its origin in military warfare history, from Sun Tzu to Homer and Euripides (Swayne, Duncan, and Ginter 2008). The word strategy comes from the Greek word stratego, which means "to plan the destruction of one's enemies through effective use of resources" (Bracker 2000). The Greek term referred to the civil-military officials elected by the citizens of Athens to assume leadership during times of war. The strategoi were expected to prepare and

implement overall, top-level plans in order to achieve the long-term goal of winning the war (through battles, negotiations, or any other means available, according to the changing situation). They were not directly in charge of daily short-term operations of managing troops to win specific battles, which was the responsibility of lower ranking officers. This was (and still is) referred to as 'tactics', another military term, derived from the Greek word tactica, which means the art of disposing and manoeuvring forces in combat (from the verb tassein, to arrange). From its military roots, strategic

planning has kept at least two essential characteristics: to think big, by taking into consideration all possible options and paying due attention to the changing environment; and to focus on a clear, final and firm long-term goal to be achieved. Many terms associated with strategic planning, such as objective, mission, strength, and weakness, were developed by or used in the military (Swayne, Duncan, and Ginter 2008).

The guiding principles in any strategic management process, whether in the public or private sector, is about understanding what changes are needed, how to implement and manage these changes and how to create a roadmap for sustaining improvements that lead to better performance (Bryson, 2004). This statement can be construed to mean that many institutions know their business needs and the struggles required for success. However, many institution including Public Universities, struggle to translate theory into action since implementing strategies successfully is vital for any organization, either public or private. Without implementation, even the most superior strategy is useless (Alexander, 2001). The notion of strategy implementation might at first seem quite straightforward: the strategy is formulated and then it is implemented. Implementing would thus be perceived as being about allocating resources and changing organizational structure.

Johnson and Scholes (2002) point out that the development and implementation of strategies by an organization or government to chart the future path to be taken will enhance the competitiveness of such firms operating in a competitive environment. However, they observe that many firms develop excellent strategies to counter and adapt to the environmental challenges but suffer a weakness in the implementation of the same strategies. Transforming strategies into action is a far more complex and difficult task (Mintzberg, 2005).

Strategic planning is a disciplined effort to produce decisions and actions that guide and shape what the organization is, what it does, and why it does it (Bryson, 2005). Both strategic planning and long range planning cover several years. However, strategic planning requires the organization to examine what it is and the environment in which it is working. Strategic planning also helps the organization to focus its attention on the crucial issues and challenges. It, therefore, helps the organization's leaders decide what to do about those issues and challenges. In short, as a result of a strategic planning process, an organization will have a clearer idea of what it is, what it does, and what challenges it faces. If it follows the plan, it will also enjoy enhanced performance and responsiveness to its environment. (Source: Western Michigan University, 2006).

When an organizations' strategic plan is not implemented successfully, a gap is created that makes it difficult to achieve success. For decision makers, the inability to steer the organization to the attainment of the plans causes a lot of anxiety focused around the difficulty in ensuring that the strategic plan becomes a "living plan" rather than a document that gathers dust on the shelf. The organization's strategic plan is expected to be a guiding document for the organization; however, poor implementation of the strategic plan can result in it becoming an ineffective document (Pfeffer and Sutton, 2006). They further point that organizations are often unable

to transform existing knowledge into meaningful action, which creates a gap in implementation. One of the main causes they cite for the knowing-doing gap is that organizations come to belief that if they just talk about doing something, this very action of discussion will magically lead to execution. It therefore becomes important that an organization gives the implementation phase of its strategic plan process due importance and allocate adequate resources that will enable it achieve the desired objectives. It will be inconsequential to an institution, for example, to come up with effective strategies but fail to achieve an effective implementation of its strategic plan.

Organizations seem to have problems in strategy implementation: such as weak management roles in implementation, a lack of communication, lacking a commitment and misunderstanding of the strategy, unaligned organizational resources, poor organizational structures and uncontrollable environmental factors (Beer and Eisenstat, 2000). Strategy implementation therefore focuses on the distinct relationship between implementation and other various organizational elements. The strategy implementation process is identified by Sabatier and Weible (2007), as a process being undertaken through a systematic approach and provides a link between strategic consensus and success.

## II. STATEMENT OF THE PROBLEM

Strategic planning and implementation in higher education can be an immense undertaking. Higher education institutions are typically large and complex. In addition, there is often a great deal of internal competition among self-contained departments who may be more loyal to their discipline than to the university (Taylor and Knarr 2009). In Kenya, public universities have started to get serious about strategic planning and implementation because they recognize the challenges they face today and also because they are required by the government to carry out strategic planning (GOK, 2006). As a formality, all public universities have strategic plans on paper; most of them have not implemented their strategic plans as evidence by the poor performance in structural development, poor internal organization and competent personnel, poor administrative systems and policies, and weak human resources practices. This poor performance of University activities by University management has led to stagnation of planned development projects hence the purpose of this study.

Public universities have emerged as a key driver in delivering the human resources required to drive the country social and economic growth as well as a key pillar in the attainment of the Vision 2030 dream as well as medium development goals (MDGs). The courses that the public universities offer plays an important role in producing graduates who can be absorbed in the market place to steer the wheel of national development. With the introduction of free primary education and increased subsidies to the secondary education, there has been an increased need of higher education in Kenya which has led to straining of the available resources in the public universities resources.

By looking at the universities strategic plans, one will see elaborate strategies of updating the courses currently offered as well as introduction of relevant new ones. In addition, the strategies have a clear roadmap to easing the congestion problems in the lecture halls as well as development of the human resource base and also good financial management. However, the same initiatives have not been fully implemented or not at all. It therefore seems that the challenge in these public universities is not the absence of strategies but rather the implementation of the same strategies. It is on the basis of this problem that the current research establishes the factors affecting implementation of strategic plans at the Kenyan public universities. The study specifically aimed at:

- ✓ Assessing how human resources practice influences implementation of strategic plans in public universities.
- ✓ Evaluating how financial resources influence implementation of strategic plans in public universities.
- ✓ Assessing how Information Technology affects implementation of strategic plans in public universities.
- ✓ Establishing how strategic leadership influences implementation of strategic plans in public universities.

### III. THEORETICAL FRAMEWORK

#### OPEN SYSTEMS THEORY

Open systems theory (OST) refers simply to the concept that organizations are strongly influenced by their environment (Bastedo, 2004). Open System Theory is a modern systems-based changed management theory designed to create healthy, innovative and resilient organizations and communities in today's fast changing and unpredictable environments. As organizations and communities conduct their business they influence and change their external environments, while at the same time being influenced by external changes in local and global environments in a two-way influential change known as active adaptive change (Pfeffer&Salancik, 2003). The environment consists of other organizations that exert various forces of an economic, political, or social nature. The environment also provides key resources that sustain the organization and lead to change and survival (Scott, 2002). Organizations and communities are open systems; changing and influencing each other over time.

To ensure viability an open system must have an open and active adaptive relationship with its external environment because a healthy viable open system has a direct correlation with respect to changing values and expectations over time with its external environment (Pfeffer & Salancik, 2003). This means that if the values and expectations of a certain organization or community are out of sync with those that exist in the external environment then that particular organization or community will eventually become unhealthy and unviable.

People too are open systems. Through their actions they influence and change their external environment, and at the same time are constantly being influenced by changes in the external environment (Scott, 2002). From an employee's perspective, the organization itself is their immediate external environment. The aggregated effect of this influential change

between people, their organization and/or community and the external environment is known as socio-ecological (people-in-system-in-environment) change. In today's globalised and networked world socio-ecological change is relentless and increasing exponentially (Pfeffer&Salancik, 2003).

#### RESOURCE BASED THEORY

The resource-based view theory regards the firm as a cognitive system, which is characterized by idiosyncratic and context-dependent competences that are core to strategic purpose. These are conditioned by hierarchical capabilities, or sets of routines, involved in the management of the firm's core business processes that help to create value. Competences typically involve the development of specialist expertise, and firms may become locked into a trajectory that is difficult to change effectively in the short to medium-term (Tushman& Anderson, 2006). The premises of the resource-based view is that successful firms develop distinctive capabilities on which their future competitiveness will be based; which capabilities are often idiosyncratic or unique to each firm, and may also be tacit and intangible in nature. Competitive advantage is seen to be founded on a complex of competences, capabilities, skills and strategic assets possessed by an organization, or in other words from the astute management of physical and intellectual resources which form the core capability of the business.

The resource based view Barney (2001) posits that, to gain competitive advantage, firms need to develop resources that are casually ambiguous, socially complex and difficult to imitate over time. One way to create such a resource according to Barney and Hansen, (2004) is through effective interaction with primary stakeholders. For example firms which are able to engage stakeholders beyond market transactions create socially complex, resources that are not time barred but based on reputation and trust. Similarly, Jones and Price, (2004) point out that firms which develop relationship with primary stakeholders based on mutual cooperation and trust is in a better position to gain advantage over firms that do not. This is because the process of developing trust and cooperation between the firm and stakeholders take time, which in turn lead to mutual beneficial value exchanges. Such exchanges to the firm lead to improved performance.

The resource based view proponents argue that, it is not environment but the resources of the organization which should be considered as the foundation of the strategy (Boxall and Steenveld, 2009). Despite the apparent differences, these approaches to strategy have one thing in common; they all aim at maximizing performance by improving one organizations position in relation to other organizations in the same competitive environment and that is how the organization is differentiated from its competitors. Every business develops its own configuration of capabilities that is rooted in the realities of its competitive market, past commitments and anticipated requirements (Song & Benedetto, 2007). The resource-based view of the firm explains how firms allocate their scarce resources to obtain and exploit competitive capabilities. Therefore, the firm that has the resources and abilities to put its capabilities to best use, and that invests in capabilities that complement the existing capability structure

will be able to exploit its distinctive competences (Song and Benedetto, 2007).

#### IV. CONCEPTUAL FRAME WORK

According to Bournemouth University (1948), a conceptual framework is described as a visual presentation that explains either graphically, or in narrative form, the main things to be studied-the key factors, concepts and variables. It acts as the link between the literature, the methodology and the results. Every study has a set to variables that are independent and dependent of each other. An independent variable is that variable that a researcher has control over, it can be chosen and manipulated. It's usually what you think will affect dependent variables. It may be something that already exists. Dependent variable is what a researcher measures in an experiment or study and it's what are affected during the study. Dependent variable responds to independent variables. It's referred to as dependent because it 'depends' on the independent variable. In this study, the researcher was interested in how independent variables affect one dependent variable. The four independent variables are the ones that influence the strategic plan implementation in the public universities as illustrated by the model below:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e.$$

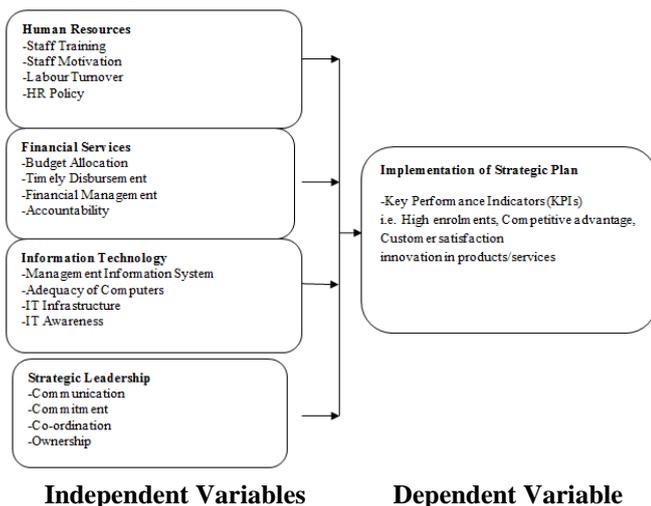
Where:

Y = Dependent Variable

$\beta_0$  = the constant variable

$\beta_1X_1 - \beta_4X_4$  = Independent variables

e = Margin of error



#### V. RESEARCH METHODOLOGY

This study adopted a descriptive research design which, according to Yin (2003), is structured to examine a number of logical sub-units or units of analysis within organizations. Morris and Wood (2001) acknowledge the importance of descriptive design especially when the intent is gaining broader understanding of the context of the research and processes being enacted. The researcher used descriptive research design because the study intends to provide a description that is factual and accurate. According to Mugenda

and Mugenda (2009) descriptive research design attempts to describe such things as possible behaviors, attitudes, values, and characteristics including qualitative and quantitative ones. The research used descriptive research design because the study is establishing and reporting the factors influencing the implementation of strategic plans in public universities.

The target population consists of all the units being studied. The unit of analysis is the entity or who is being analyzed. The population of the study comprised of all the academic staff of Jomo Kenyatta University of Agriculture and Technology. The target population comprised of vice chancellor, their deputies, head of departments and administrative staff. There are 197 administrative staff and 723 teaching staff making a total population of 920 staff (JKUAT human resources records 2015). Both administrative and academic staff has a role in strategy implementation as they hold key offices which make part of decision making within the university and therefore they will be resourceful in this study.

Data was collected by use of questionnaires. According to Van Dyk (2001) questionnaires are the most common method applied to diagnose the functioning of institutions. The researcher used a 'Strategic Plan Implementation Questionnaire'. The reason for using a questionnaire is that the opinions of respondents can be obtained in both unstructured and structured manner. For secondary data, the respondents made use of current strategic plan of the university to gather the relevant data for the study. The researcher adopted Mugenda and Mugenda sampling technique whereby 10% of the population was used for the study.

The data collected was analyzed using descriptive statistics (measures of central tendency and measures of variations). Once the data was collected, the questionnaires were edited for accuracy, consistency and completeness. However, before final analysis was done, data was cleaned to eliminate discrepancies and thereafter, classified on the basis of similarity and then tabulated. The responses were coded into numerical form to facilitate statistical analysis. To get the research findings, data was analyzed using Statistical Package for Social Sciences (SPSS version 20) based on the questionnaires. Data was analyzed using frequency distribution. In particular mean scores, standard deviations, percentages and frequency distribution was used to summarize the responses and to show the magnitude of similarities and differences. Pearson correlation coefficient was used to determine the strength of the relationship among the variables. Results were presented in tables and charts. Regression analysis was utilized to test the factors influencing implementation of strategic plan in Jomo Kenyatta University of Agriculture and Technology and it described how the dependent variables are numerically related to various independent variables.

The following Regression Model was used to analyze the factors influencing implementation of strategic plan in Jomo Kenyatta University of Agriculture and Technology.

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

where:-

Y = Implementation of Strategic Plan

X<sub>1</sub> = Human Resources

X<sub>2</sub> = Financial Resources

$X_3$  = Information Technology  
 $X_4$  = Strategic Leadership  
 $b_0$  = y intercept  
 $e$  = error

There is adequate budget allocation to implement strategic plan 4.3913 .49901

HUMAN RESOURCE MANAGEMENT ON IMPLEMENTATION OF STRATEGIC PLANS

Aspect	Mean	Std. Deviation
The University human resource policy supports strategic goals	3.7391	.81002
The University incentives and reward policy is aligned to the strategic goals	4.2174	.59974
The staff training has helped to enhance strategic plan Implementation	3.7826	.67126
Staff motivation has helped to enhance strategic plan implementation	4.1739	.65033
Labour turnover has affected strategic plan implementation	3.7286	.93764
The organization competencies are correctly aligned to the organization strategy	3.9143	.72629
The organization has the right people in place to implement the strategies	3.5173	.93761
The organization continuously develops competencies among the employees	3.7138	.94058

FINANCIAL RESOURCES ON IMPLEMENTATION OF STRATEGIC PLANS

Aspect	Mean	Std. Deviation
There is adequate budget allocation to implement strategic plan	4.6957	.47047
Allocation of finances is clear and is aligned to the organizational strategies	4.6087	.49965
Financial resources are sufficient and correctly distributed to enable strategy implementation	4.3724	.49931
There is well utilization of finances for strategy implementation	4.5217	.51075
There is timely disbursement of funds for strategy implementation	4.1183	.55473
There is proper accountability of funds	4.0714	.82872
I am being involvement in budgetary process	4.0428	.87704
There is adequate departmental budget allocation	3.7794	.64917
Employees are being trained on financial management	3.8676	.76525

INFORMATION TECHNOLOGY ON IMPLEMENTATION OF STRATEGIC PLANS

Aspects	Mean	SD
There are always available computers for use	3.6087	.65638
There is proper internet connection	3.5217	.79026
There is availability of management information system	3.5217	.08165
I am well trained on information technology	3.4783	.94722
I am always Involved in decision making	3.8261	.98406
The level of management information system implementation is up-to-date	3.5714	.93762
There is adequate adoption level of Management information system	3.6652	.84195
All departments are well connected with internet	3.4729	.63337

STRATEGIC LEADERSHIP ON IMPLEMENTATION OF STRATEGIC PLANS

Aspects	Mean	SD
University leadership has taken early and aggressive action to institutionalize the strategy within the firm	3.8261	.71682
The leadership of the university have taken ownership of the firm's strategy	3.6522	.71406
Management communication of strategy is effective in the university	3.7391	.09617
Members of the management have taken support from key opinion leaders in championing the implementation of strategic plan	4.9534	.91287
In the university management support is granted in some strategic focus areas	3.7286	.9376
Leadership and direction provided by departmental managers is adequate	3.9143	.72624
Strategy implementation co-ordination was sufficiently effective	3.5173	.93768
In the university, top managers view employees as the strategic Resources	3.7138	.94052
The university management is committed to strategy implementation and has a significant influence on the intensity of subordinates	4.1952	.84396

REGRESSION MODEL  
COEFFICIENTS

	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	.903	.510		1.184	.011
Human Resources	.035	.028	.018	1.021	.031
Financial Resources	.016	.021	.013	1.115	.015
Information Technology	.020	.390	.020	1.181	.042
Strategic Leadership	.353	.175	.319	1.016	.029

The equation for the regression model is expressed as:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

$$Y = 0.903 + 0.035X_1 + 0.016X_2 + 0.020X_3 + 0.353X_4 + 0.510$$

Where

$\beta$  is a correlation coefficient

Y = Strategic Plan Implementation

$X_1$  = Human Resources

$X_2$  = Financial Resources

$X_3$  = Information Technology

$X_4$  = Strategic Leadership

SIGNIFICANCE OF REGRESSION COEFFICIENTS

From this study it was evident that at 95% confidence level, the variables produce statistically significant values for this study (high t-values,  $p < 0.05$ ). A positive effect is reported for all the aspects under study hence influencing implementation of strategic plan positively. The results of the regression equation shows that for a 1- point increase in the independent variables, level of strategic plan implementation is predicted to increase by 0.903, given that all the other factors are held constant. The findings therefore revealed that, human resources, financial resources, information technology and strategic leadership influenced implementation of strategic plan in JKUAT.

COEFFICIENT OF MULTIPLE DETERMINATION

The coefficient of determination ( $R^2$ ) and correlation coefficient (R) shows the degree of association between level of strategic plan implementation and aspects under study. The research findings indicated that the coefficient of determination (the percentage variation in the dependent variable being explained by the changes in the independent variables)  $R^2$  equals 0.843, that is, strategic plan implementation level explains 84.3% of observed change in strategic plan implementation aspects under study. The P-value of 0.011 (Less than 0.05) implies that the regression model is significant at the 95% significance level. From this study it is evident that at 95% confidence level, the variables produce statistically significant values and can be relied on to explain level of strategic plan implementation for the

University. The findings are as shown in Table 4.12. The findings revealed that there is positive relationship between aspects under study (human resources, financial resources, information technology and strategic leadership) and level of strategic plan implementation by the University.

MODEL SUMMARY

R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.918	.843	.805	.51038	1.242	0.011

OVERALL SIGNIFICANCE OF REGRESSION MODEL (ANOVA)

Results of ANOVA test revealed that the combined independent variables have significant effect on strategic plan implementation. This can be explained by high F values (1.242) and low p values (0.011) which is less than 5% level of significance. The R square value of,  $R^2 = 0.805$ , also indicates that the independent variables in the multiple linear regression model could explain for approximately 80.5% of the variations in the implementation of strategic plan by the University. The study therefore establishes that human resources, financial resources, information technology and strategic leadership significantly affected the implementation of strategic plan. All the variables were therefore significant. This means that all these were factors and are a notable difference in the implementation of strategic plan. However there are other factors other than the ones examined in the study that constitutes the remaining 19.5% which could not be explained by the study.

ANALYSIS OF VARIANCE (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	.852	2	.213	1.242	.011
Residual	20.35	73	.171		
Total	22.64	75			

VI. SUMMARY OF FINDINGS

HUMAN RESOURCES

The finding of the study revealed that human resources positively affected implementation of strategic plan in the University. The study findings revealed that majority of the respondents (77%) agreed that University incentives and reward policy is aligned to the strategic goals to a great extent. They further agreed that staff motivation has helped to enhance strategic plan implementation. It was clear from the research findings that the respondents felt that the organization has the right people in place to implement the strategies to a

moderate extent. Results of the inferential statistics such as unstandardized regression coefficients show a positive effect on strategic plan implementation level in the University. This further indicates that human resources had a significant effect on strategic plan implementation level as indicated by the low p values. Accounting measures were presented using strategic plan implementation and the regression model, reported adjusted R-square, ANOVA P-value and human resources standard Beta, co-efficient, P-value of 0.843, 0.011 and 0.018 respectively. Regression model shows that there is positive relationship between human resources and strategic plan implementation process in JKUAT.

#### FINANCIAL RESOURCES

The finding of the study revealed that financial resources positively affected strategic plan implementation process in the University. The study findings revealed that majority of the respondents (84%) agreed that there is adequate budget allocation to implement strategic plan to a great extent. They further agreed that allocation of finances is clear and is aligned to the organizational strategies to a great extent. It was clear from the research findings that majority of the respondents were of the opinion that there is adequate departmental budget allocation to a moderate extent. Results of the inferential statistics such as unstandardized regression coefficients show a positive effect on strategic plan implementation process in the University as revealed by the low p values. Accounting measures were presented using strategic plan implementation and the regression model, reported adjusted R-square, ANOVA P-value and financial resources standard Beta, co-efficient, P-value of 0.843, 0.011 and 0.013 respectively. Regression model shows that there is positive relationship between financial resources and strategic plan implementation level in the University.

#### INFORMATION TECHNOLOGY

The finding of the study revealed that information technology positively affected strategic plan implementation level. The study findings revealed that majority of the respondents (74%) agreed that they are always involved in decision making to a great extent. They further agreed that there is adequate adoption level of Management information system to a great extent. It was clear from the research findings that some of the respondents were of the opinion that there are always available computers for use to a moderate extent. Results of the inferential statistics such as unstandardized regression coefficients show a positive effect on strategic plan implementation level in the University as indicated by the low p values. Accounting measures were presented using strategic plan implementation and the regression model, reported adjusted R-square, ANOVA P-value and information technology standard Beta, co-efficient, P-value of 0.843, 0.011 and 0.020 respectively. Regression model shows that there is positive relationship between information technology and strategic plan implementation level.

#### STRATEGIC LEADERSHIP

The finding of the study revealed that strategic leadership positively affected strategic plan implementation level in JKUAT. The study findings revealed that majority of the respondents (86%) agreed that members of the management have taken support from key opinion leaders in championing the implementation of strategic plan to a great extent. They further agreed that university management is committed to strategy implementation and has a significant influence on the intensity of subordinates to a greater extent. Results of the inferential statistics such as unstandardized regression coefficients show a positive effect on strategic plan implementation level as revealed by the low p values. Accounting measures were presented using strategic plan implementation and the regression model, reported adjusted R-square, ANOVA P-value and financial resources standard Beta, co-efficient, P-value of 0.843, 0.011 and 0.319 respectively. Regression model shows positive relationship between strategic leadership and University strategic plan implementation level.

#### VII. RECOMMENDATIONS

The study suggests recommendations that the strategic plan implementers should formulate and enact a policy which makes strategic plan implementation process run smoothly hence enhances efficient running of the University. In this way the strategic plan implementers will be able to make appropriate decision before implementation process.

Public Universities needs to establish a strong link between the strategic planning process and the project performance. Universities need to adopt a medium term plan to define priorities for their daily tasks. More formal strategy planning need to be enhanced so as to promote institution performance, more formal strategy implementation leads to a higher performance and better managerial performance.

With regards to formulation and implementation of strategic plan, the respondents perceived that their organizations were better in formulating strategic plan but less effective in the implementation of the set strategic plan. While normal running of the organizations affected the implementation of strategic plan it was not the main reason for failure to implement the set strategies but that promptness of implementation also had an impact in the process. A combination of factors associated with the day to day of the business and lack of prompt action as far as implementation is concerned can be attributed to the failure to fully implement the set strategies. Open sharing of ideas which creates synergy in the organization coupled with clear and transparent promotions and recruitment of competent employees are some of the factors promoting the implementation of the set strategies.

Effective strategic plan implementation at the University level should be facilitated through capacity building, robust information systems and processes, prioritization close monitoring and evaluation. All stakeholders should get involved in strategic planning execution in enhancing the success and overall strategic plan implementation.

Proper monitoring and evaluation should be carried out so as to ensure success of the strategic plan. A monitoring and evaluation committee need to be formed so as to ensure that the strategic plan is implemented smoothly and all existing gaps are identified at an early stage and appropriate measures taken. There is need to set aside enough resources to allow proper monitoring and evaluation of the strategic plan. Adoption of robust ICT will promote the monitoring and evaluation.

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